

Johns speaks about his role as Gallaudet president

Editor's note: Below are excerpts from a July 29 interview with Dr. W. Lloyd Johns in which people writing for various Gallaudet and deafness-related publications participated. Johns will take office as Gallaudet's fifth president Oct. 1 and has been on campus since the first week of July. His office will be in the Edward Miner Gallaudet Building and he and his wife, Dorene, will be living in a Kendall apartment while the E.M.G. Residence undergoes renovation. Johns has more than 30 years' experience in education and educational administration. He comes to Gallaudet after serving as president of California State University, Sacramento, for the past five years. In the mid-60s he began teaching in the Leadership Training Program in the Area of the Deaf at California State University, Northridge.

Q: Can you describe your philosophy of education?

A: That's really difficult . . . to try to put into a few words. My philosophy of higher education is just to help people become all they can be, to allow them to have the assistance and resources to move as far as they possibly can—intellectually, philosophically and personally . . . I also think higher education is not just teaching in classrooms. Higher education requires an outreach program and a public service commitment that Gallaudet does very well . . . Our reputation is so good that as soon as a Gallaudet person steps into a community, people pay attention. That puts a heavy responsibility on us . . . All of us who work here, whether we're custodians, secretaries, teachers or presidents, should know that when we step out into the community and speak, people will listen . . .

We should make it (higher education) as accessible as possible to all who can benefit by it, but we have to maintain standards to make it respectable. Accessible higher education does not mean watering down the standards so that anyone who wants a degree can walk away with one . . . And at the same time, we can't raise our standards so high that we reduce the numbers and there's no one left to serve. So we have to be very sensitive about that balance.

Q: You have plans to reorganize the institutional advancement area here . . . Could you speak about what you hope institutional advancement could become at Gallaudet and what role you're going to be playing in that?

A: The advancement office is very important on any campus. I don't care whether it's called development, ad-

vancement or whatever. It's also public relations . . . What I would hope to do with the advancement office is increase the awareness of Gallaudet's presence in higher education with educational institutions, and in the nation as an institution committed to good teaching, research and public service, and in the world as a possible center for the latest and best thinking in education and accommodation to deafness . . . I see advancement as the role of many units, not just an advancement office . . .

I am also interested in running an efficient and economical institution. I felt as I looked at this institution that there are several people in high salaried positions, who then had secretaries and assistants and some of the things that you have in high administrative offices, that were not needed in a school of this size. Even during my interviews I mentioned the fact that I came from a school with many more employees than this, much more land—our campus was three times bigger than this—and we had 23,000 students, and I had two vice presidents. So as I looked at the staffing patterns here, I felt there were some economics we could put in to operation here, refurbish some of the reporting relationships, and still be able to maintain a fine operation.

Q: That sounds as if you have plans to make some other changes in the administrative structure in the future.

A: I would hope so. If I didn't have plans for change, I probably should never have come here as president. An institution that decides it's not ready for change is dead. I don't even know what those changes are yet, but I am a person who feels that an institution has



Dr. W. Lloyd Johns



Johns demonstrates his name sign for students in the Learning Center while Mrs. Johns looks on. Both have been studying sign language at Gallaudet this summer.

to reflect the changing constituency . . . and the changing times . . . I like to be assertive and proactive, not defensive and reactive . . . So I would see we have some changes coming.

Q: Some (authorities) feel a college should be run as a business, others as an academic institution. What's your philosophy of management?

A: . . . I don't like either/or arguments and that's a perfect one. A college and university is not just an academic institution nor is it just a business. It's both . . . In this day and age, 1983, any college or university president who does not run that enterprise as a business is not going to last long . . . By the same token, I have a lot of colleagues who know the cost of everything and the quality of nothing . . . I don't think you can be so cost effective that the only criterion is the dollar . . . There is no way, for instance, that I could walk in here from my past five years' experience and say we only spent \$4,500 per student per year at Sacramento State to educate a quality student, so we're going to do as well or better at Gallaudet . . . By the same token, I think it's unfair . . . to squander money by having too many employees who are not busy or too many high paid employees who are not necessary, or by spending money on programs that would be nice to have but not necessary to accomplish our mission of providing quality education . . .

I think it is incumbent upon me to look over Gallaudet and say what it is we're supposed to be doing here . . . So I couldn't go over to the Hill and say . . . I need to keep six vice presidents here to do this job, if in my heart I don't think I need six. And at this point I don't think I need six. When one

resigned I immediately took that as an opportunity to cancel that position.

Q: Which (leadership style) is the most effective and comfortable for you?

A: . . . The commonly preferred term I use is "participatory leadership." I develop a team and work with it and use it in a problem-solving way . . . If a problem comes up on this campus . . . I would bring that problem to a team of people and have everybody view it and think about it before I would make a decision.

Q: What do you see as your major responsibilities as College president here?

A: The first thing that I will probably spend more time on than anything else is the planning function, for a couple of reasons. One, to help me and one, to help the institution. I need to become more a part of this institution. I don't want to come in and upset the apple cart before I am one of the apples. By the same token, I think the institution has to look at where it is going. It can't just look to the next year's budget and increasing that budget . . .

The institution itself has to look at at least a three-to-five-year period . . . We are going into about the first year of the rubella bulge . . . We're facing the opening of the Northwest Campus. That's going to be a very expensive campus to run . . . We will have a large number of students there for maybe two or three years; then we have to figure out what we're going to do with it. I have thought that if we're interested in moving into a research area, that could be a tremendous research center for us at Gallaudet . . . But you only do that with planning . . . And then when in a year those large numbers of students move over to this campus . . . we're going to

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Employees register for classes Aug. 19

A special registration for faculty and staff members planning to enroll in courses this fall will be held on Aug. 19 from 8:30-11:30 a.m. in the Ely Center Multipurpose Room.

The new data system requires anyone who did not pre-register last spring to complete a new application and be assigned an identification number. Identification numbers are assigned only by the Admissions Office (Hall Memorial Building Room 110) and persons must get this number before they can register.

Persons expecting to register for a class should do the following:

- Pick up and complete the application for admission and course selection forms, and receive an identification number before Aug. 19.
- Obtain appropriate signatures and/or permission.

Faculty and staff missing this special registration will register in the Registrar's Office (HMB 107) on Aug. 25 and can expect long lines.

Overtime policy

The Personnel Office is concerned that there might be some confusion on campus concerning College policy regarding the payment of overtime and holiday compensation. The office has issued a memorandum to clarify these two issues, and excerpts from the memo are included below.

Overtime: According to the Fair Labor Standards Act and the D.C. Wage and Hour Board, the College must compensate all *non-exempt* employees at the rate of time and one-half for all hours worked over 40 during the work week. The established period for determining hours worked and pay due for most employees begins on Sunday and ends the following Saturday, with employees actually working a Monday through Friday, 40-hour per week schedule.

All hours worked over 40 in the home department during the established work week are then paid at minimally time and one-half the employee's hourly rate. The College has decided to pay double time for all hours worked over 40 on Sunday.

In several departments there are non-exempt employees who do not work a standard Monday through Friday schedule. These employees are also compensated at time and one-half for all hours worked over 40 in a seven consecutive day period and are paid double time for work performed on the seventh day.

Holiday Pay: All permanent and extended temporary employees are eligible to be compensated at their regular rate for the hours normally scheduled to be worked on a College-approved holiday. In order not to penalize full-time employees who work on a non-standard work week, if a holiday falls on one of their days off, those employees will be given another day off. Part-time employees are compensated according to the number of hours they would have been scheduled to work.

Should a non-exempt employee work on a College-approved holiday, he or she will be paid double time for all hours worked in lieu of receiving holiday pay for those hours.

Persons with questions about calculating and recording overtime can contact Rene Newman, x5516 or Denise Sullivan, x5508.



Dorene and Lloyd Johns practice signing in a Learning Center lounge.

Johns interview

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have some unusual problems for about a five-to-six-year period So, you have a whole series of problems developing around something like the Northwest Campus. Now, that requires planning. Along with that, it also requires management And it requires absolute control of standards in the academic program to make sure the assistance those students need is provided

This institution has not managed itself on a cost-centered basis What I'd like to know is what every unit is doing: which are over budget, which are under budget. If units are under budget, should the budget be changed? If units are over budget, are they being well managed or is there a problem? Now I am trying to make some moves to get a very careful control of the management, and then the next move is planning I am more interested in the educational program than any other thing, and I'd like to be devoting 100% of my thinking to it right now. But other things that bother me have to be fixed first.

Q: How long should the management changes take?

A: If I can't change it around to my style of operation in the first 12 to 18 months, I would be very disappointed I (also) hope to put in

place sometime during this fall . . . plans for a long-range planning committee . . . made up of various constituents on campus . . . and maybe some people from outside of the college While we're changing the management team, we will start developing the long-range committee and begin working together.

Q: Could you comment about how you see Gallaudet as an advocate for deaf people?

A: One of the things I hope to do is have a staff around me to help determine what things are important for me to advocate and then advocate for them strongly, from the heart I would rather find out priorities. If there are 50 things we need to improve the quality of life for deaf people, we would decide which five I should be putting most of my juice into to get accomplished, and not waste my time trying to do a little something for all 50. That's where I will need a lot of support from the fraternal organizations, from NAD, from our alumni, from our long-range planning people.

Q: How do you see the involvement and input of the GCAA Board of Directors or the alumni themselves in the operation or administration of the College?

A: I want a lot of advice but I don't want everybody trying to administrate the College, because you can really only have one boss The Board of Trustees does not want 11 people running the College—they want to hire one. Even the alumni don't want 15 people running the College. If something goes wrong, they want to be able to pick up the phone and find out who's in charge here When it comes to administering . . . that will be my responsibility.

Q: Has your wife decided what role she will play here?

A: Fortunately we are an experienced couple in the front office. My wife has worked as a secretary in several colleges and universities Then she went into selling real estate and now doesn't work. She found that she could not be a president's wife and do a good job at that and also work on the outside, so she devotes her time to what we do together, and we love doing it as a couple She will be involved on campus in a variety of ways. She'll involve staff members She will be a good advocate for Gallaudet and I think you'll find she will perform whatever role the College needs and wants her to do very cheerfully.

Jobs Available

Some of the advertised staff positions may already be filled. For updated information, call the JOB RECORDING in the Personnel Office, x5514 or x5520 TDD.

SECRETARIAL POSITIONS: Contact Personnel for listing.
PHYSICAL THERAPIST: KDES
MANAGER, ACADEMIC APPLICATIONS: Computer Services
SENIOR APPLICATIONS PROGRAMMER/BUSINESS APPLICATIONS: Computer Services
REGISTERED NURSE: Student Health Services
DIRECTOR: Student Union
ENVIRONMENTAL TECHNICIAN: M&O Administration
LIBRARY TECHNICAL ASSISTANT, MEDIA: Library
FIRST CLASS ENGINEER: M&O Utilities Services
DRIVER: Transportation
GROUNDSKEEPER: M & O NW Services
NURSE PRACTITIONER OR PHYSICIAN'S ASSISTANCE: Student Health Services
SENIOR PROGRAMMER: Center for Assessment and Demographic Studies
TELEVISION STUDIO ENGINEER: Television Studio
CENTRAL STORES/RECEIVING SPECIALIST: Contracts and Purchasing
CUSTODIAN/FLOOR MAINTENANCE: M&O
CUSTODIAN: M&O
FACULTY POSITIONS: KDES
EDITOR, ON THE GREEN/COORDINATOR OF INTERNAL RELATIONS: Alumni & Public Relations
LEARNING RESOURCES CENTER ASSISTANT: MSSD LRC
CAMPUS POLICE OFFICER: Safety & Security
CARPENTER: M&O Structural Services
FACULTY POSITION: Dept. of Educational Foundations and Research

Classified Ads

FOR SALE: 5 speed boys bicycle, exc. cond. \$60. Call 982-0574, voice or TDD.

FOR SALE: Pit Bull Red-Red-nose. 1 yr. 8 mos., registered, \$150 inc all accessories; providance of a good home must be demonstrated; call Robert 585-2997 voice or TDD.

ROOMMATE NEEDED: House in Chevy Chase. Call Cindy 341-2686.

ROOMMATE NEEDED: Professional or graduate student. Preferred two bedroom house to share in Alexandria, VA. Call Marilyn at 600-6573 TDD.

FOR SALE: '75 VW Beetle, sunroof, AM/FM cassette radio, new radial tires, exhaust system and more. Asking \$2,000 or best offer. Call 927-2004 voice or TDD after 9 p.m. or write P.O. Box 1668, Campus Mail.

HOUSE FOR SALE: 28th & Monroe St. NE 2 br, 1 ba. fplc in 1r, dr, eat-in-kitchen, basement, a/c unit, washer. Nice fenced yard, 1g front porch. Near bus and metro. Asking \$62,500. Call 937-6513 after 6 p.m.

FOR SALE: 1976 VW Dasher. 4-door. Silver grey. 69,000 miles. AM/FM radio. \$2,000. Contact Lolly, x5858 voice or TDD.

FOR SALE: '77 Datsun B210, 4 speed, AM/FM. \$1795 or best offer. Call Donna. Days x5440 voice or TDD. Eves. (301)267-8092 voice.

FOR SALE: 1972 Chevrolet pickup truck, exc. running cond., good body, VA inspection, \$900/best offer. Contact Jan at x5410 voice or TDD or after 6 p.m. at 960-8790 voice.

FOR SALE: '75 Honda CB360T Motorcycle, 5 speed garage kept, 15K miles, exc. cond. \$450/best offer. Contact John at 960-8790 voice only after 6 p.m.



Published each Monday for staff and faculty of Gallaudet College by the Office of Alumni and Public Relations.

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Gallaudet College is an equal opportunity employer-education institution. Programs and services offered by Gallaudet College received substantial financial support from the Department of Education.